History of the U.S. Army Inspector General System

IG History

Point of Contact

IG History

Room 2501
(703) 805-3904
DSN 655-3904

References

IG History

- **IG Reference Guide, Part 1, History of the U.S. Army Inspector General**
- **The Inspectors General of the U.S. Army: 1777 – 1903, David A. Clary and Joseph W.A. Whitehorne**
- **The Inspectors General of the U.S. Army: 1903 – 1939, Joseph W.A. Whitehorne**

- **http://tigs-online.ignet.army.mil/tigu_online/History.htm**

Enabling Learning Objectives (ELO)

ELO

IG History

Reference: Advance Sheets, page 4

1. **Describe the origins of the IG system**

2. **Describe the reasons why von Steuben was the first effective IG**

3. **Describe the von Steuben model and why IGs adhere to that model today**

Why Inspectors General?

IG History

- **Armies were becoming larger and more complex**
- **Soldiers and armies were changing**
- **Standardization and discipline were need**

Origins of the IG System

ELO 1

IG History

- **French – 1668**
  - Worked for the King
  - Full authority to punish
  - Geographic focus
- **Prussian – 1750**
  - King's "eyes and ears"
  - Drill and discipline
  - Improve unit efficiency
- **British - 1760**
  - Functional areas
  - An additional duty
  - Enforce accountability
  - Force sustainment functions

The American Inspector General

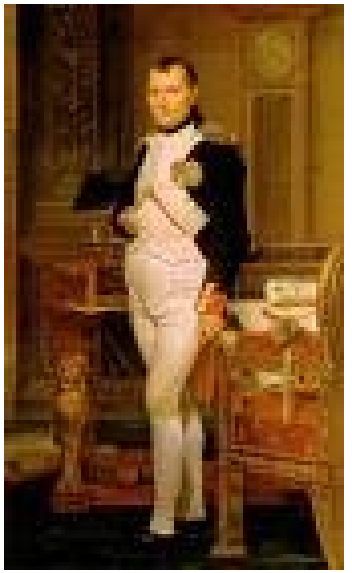
IG Reference Guide, page 1-4

IG
History

First American "*Inspector*"

April 1777 -- Commissary Inspector

"An army marches on its stomach..."
Napoleon Bonaparte



American Agents in France

IG History

- **Benjamin Franklin, Arthur Lee, John Adams, and Silas Deane**
- **Mission:**
  - **Recruit experienced military leadership**
  - **Get French into the w**
  - **Secure financing**

Early American IGs

IG History

- **Augustin Montin de la Balme**
- **Recruited by Ben Franklin**
- **Cavalryman**
- **May 1777 - Lieutenant Colonel of Horse**
- **July 1777 - Inspector General of Cavalry**
- **Resigned in protest October 1777**
- **Killed in action 1780**

Early American IGs

- Phillipe Charles Jean Bapt
  Tronson du Coudray
- Recruited by Silas Deane
- Major General, Artillery C
- IG of Ordnance and Milita
  Manufactories
- Pompous troublemaker
- 16 September 1777
- -- Historic ride

Council of 14 Generals 29 October 1777

IG History

- **Convened by Washington**
- **Proposed duties of Inspector General:**
  - ✓ **Serve as drillmaster gener**
  - ✓ **Establish uniform tactics**
  - ✓ **Publish manual on drill**
  - ✓ **Organize and lead trainin**
  - ✓ **Ensure troop proficiency**

Congressional Resolution 13 December 1777

IG History

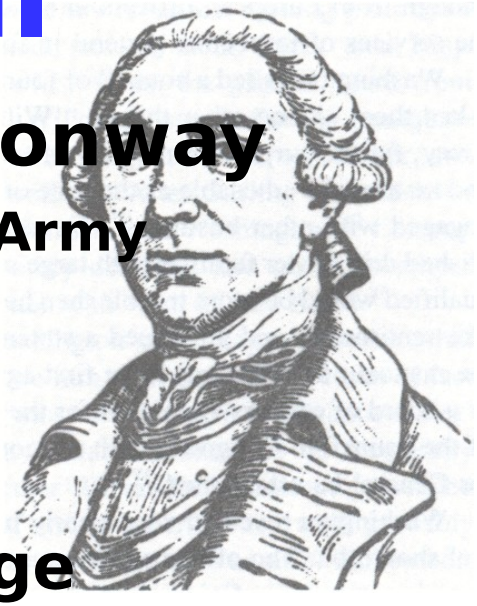
- **Two Inspectors General authorized**
- **IG would report findings directly to Congress (Board of War [BoW])**
- **BoW regulated and made all tactical and strategic decisions for the Army**
- **Commander was responsible**

Congressional Resolution 13 December 1777

- **IG procedures and responsibilities:**
  - ✓ **Notify regimental commanders of their reviews**
  - ✓ **Have commanders prepare return lists in triplicate**
    - ➢ **Equivalent of today's Unit Status Report**
  - ✓ **Talk to and observe unit personnel and equipment**
  - ✓ **Produce regulations for maneuvering the troops**

First United States Army Inspector General

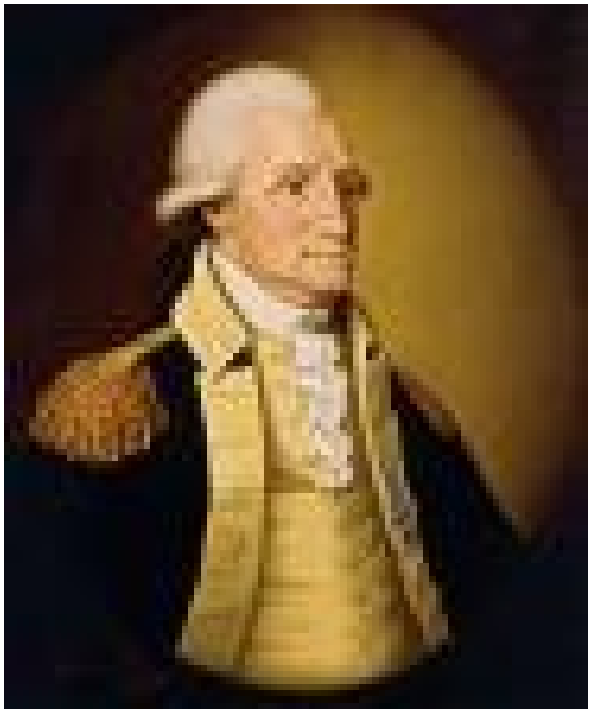
IG History



- **Brigadier General Thomas Conway**
  - **Irish born, 20+ years in the French Army**
  - **Recruited by Silas Deane**
  - **Member of Council of 14 Generals**
  - **Self-serving, pompous braggart**
- **Promoted and sent to Valley Forge**
- **Washington dismissed him as he provided no manual for instructing Soldiers as directed by Congress**
- **Bottom Line: Army wasn't big enough for both Washington and Conway!**

Washington's IG Concept

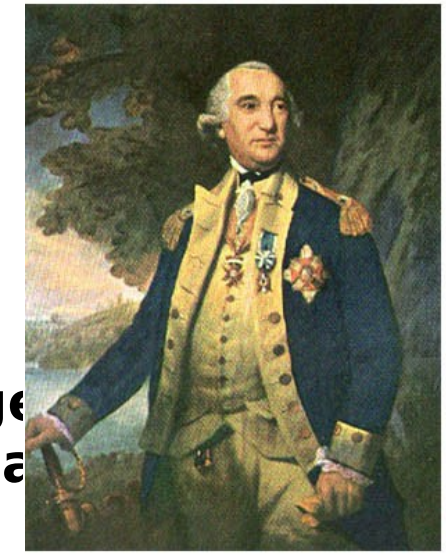
IG History



- **Appealed to Congress**
- **Detailed his IG concept**
- **Commander-in-Chief:**
  - ✓ **Accountable to civil authority (Congress)**
  - ✓ **Selects his own IG**
- **IG answers to the Commander -- not to Congress**

Baron Friedrich Wilhelm Augustus Heinrich von Steuben

IG History



- **Recruited by Ben Franklin**
  - **Served as a volunteer at the age of 14**
  - **Entered Prussian Army in 1747**
  - **Served on Frederick the Great's staff**
  - **1st at Frederick the Great's staff college**
  - **Retired after 28 years of service as a Ca**
  - **Bankrupt and jobless – a failure in civilian life**

- **Franklin "embellished" records (Captain to Lieutenant General)**

Situation at Valley Forge

IG History

“The situation of the camp is such that in all human probability the Army must soon dissolve.”

“There is no meat, the horses are dying, and the bare country surrounding is a poor location for a camp.”

Situation at Valley Forge

IG History

"Nothing was so difficult and often impossible as to get a correct list of the states or *<u>return</u>* of any company, regiment or corps."

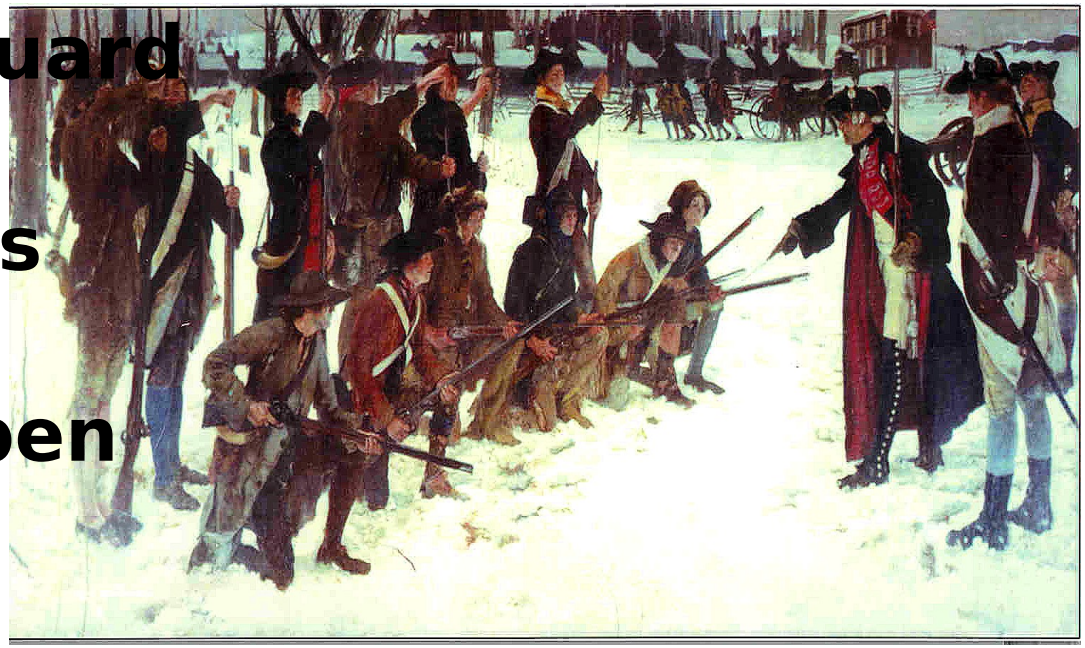
"In our European armies ... has been drilled for three months ... called a recruit; here, ... two months, I must have ... a Soldier!"

-- *Baron von Steuben*

Drillmaster General von Steuben

IG History

- **In March 1778, he trained one squad of Washington's guard**



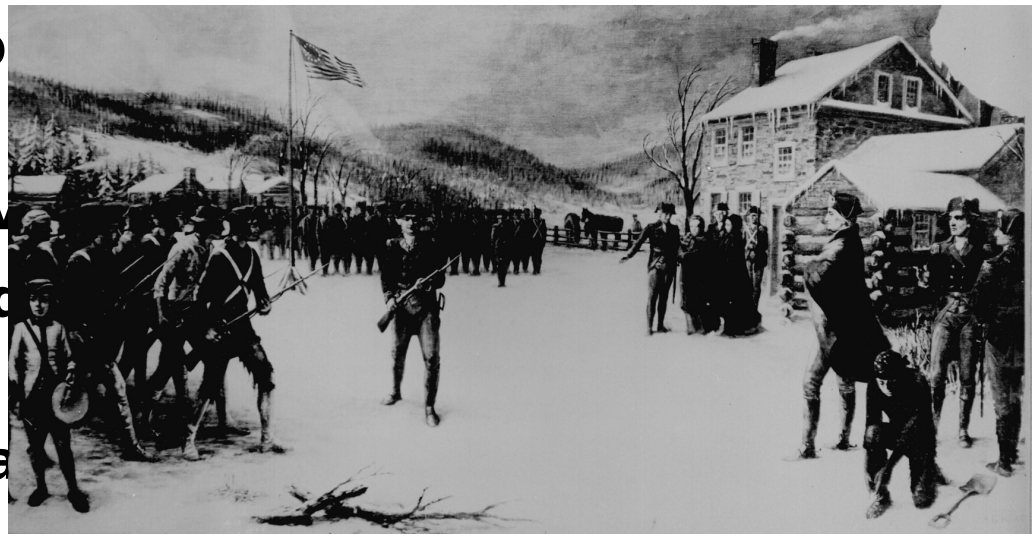
- **Sub-inspectors trained squads while von Steuben supervised the trainers**

- **Daily company drill and weekly**

Inspector General von Steuben

IG History

- **Appointed IG in March 1778 by Washington**
- **Confirmed by Congressional appointment in May 1778 and:**
  - **Promoted von Steub**
  - **Established IG positions to brigade lev**
  - **Authorized commanc to appoint IGs**
  - **Authorized additiona pay for IGs!**

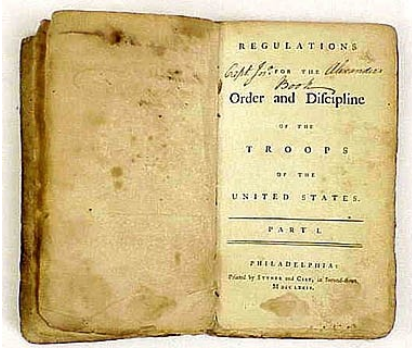


Major General von Steuben: The first effective U.S. Army IG

ELO 2

IG History

- **Standard regulations and tactics**
  - **Codified in the "Blue Book"**



- ***Acted under Commander's intent***
- ***Respected by subordinate commanders***
- ***Won Commander's support and confidence***

AR 20-1, paragraph **1-6e**

The IG Reference Guide, pages 1- 5 and 1-6

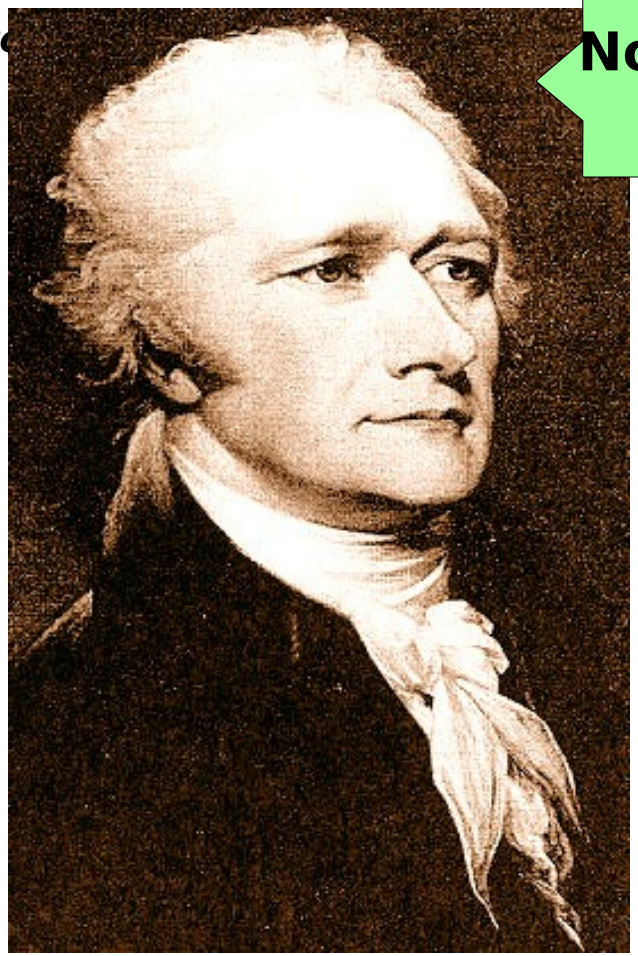
1790 ~ 1813

IG History

- **1790s: TIG was second in command**
- **After 1800**
  - **IG duties assigned to Adjutant General**
  - **Position of IG was eliminated in 1812**
- **1813: Army staff reorganized**
  - **Inspector General's Department established**
  - **TIG, eight inspectors general, and many assistant inspectors general**
  - **No centrally developed doctrine that clearly defined the role of the IG**

Alexander Hamilton July 1798 ~ June 1800

IG Histo



Notable TIG

- **The Inspector General (TIG) was the last public office he held**
- **Killed in a duel with Aaron Burr in 1804**

Zebulon Pike
March ~ April 1813

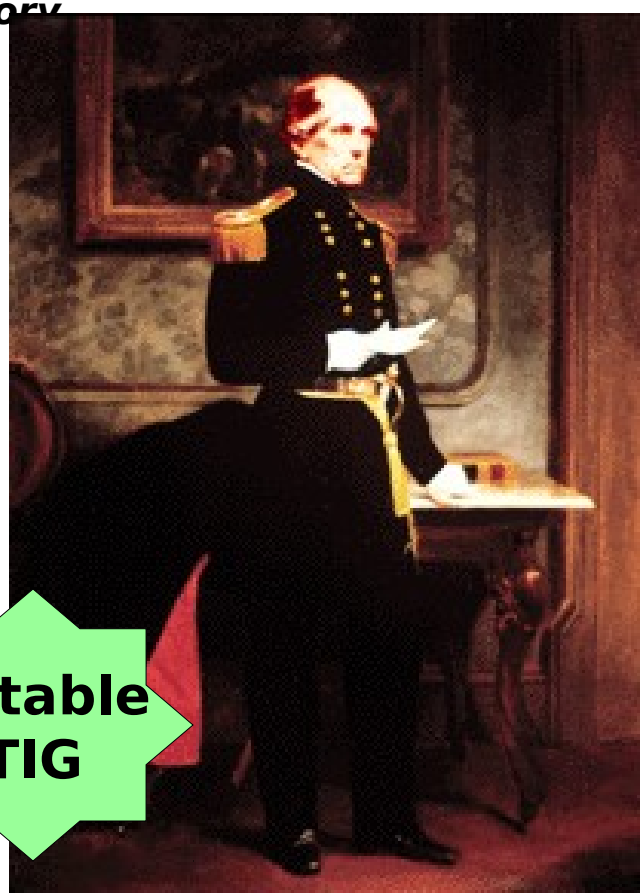
IG H

Notable TIG

- **As a lieutenant, led the expedition that discovered what we now call Pike's Peak**
- **Killed at Sackett's Harbor, New York, during the War of 1812**

John E. Wool
June 1821 - June 1841

IG History



Notable TIG

- **Appointed as inspector of infantry posts and units in 1821**
- **Served concurrently with BG Archer and BG Croghan**
- **Served with distinction although he clashed with President Andrew Jackson**
- **Saw active service in the War of 1812, Mexican War, and Civil War**
- **Over 50 years in uniform**

1861 ~1865
Civil War IG

- **Class of 1861**
- **IGs and Assistant IGs**
- **Lack of standard use and direction**
- **Best use of field IG – Montgomery Meigs, Quartermaster General of the United States Army**
- **Bottom line: Effectiveness depended on the IG and commander**

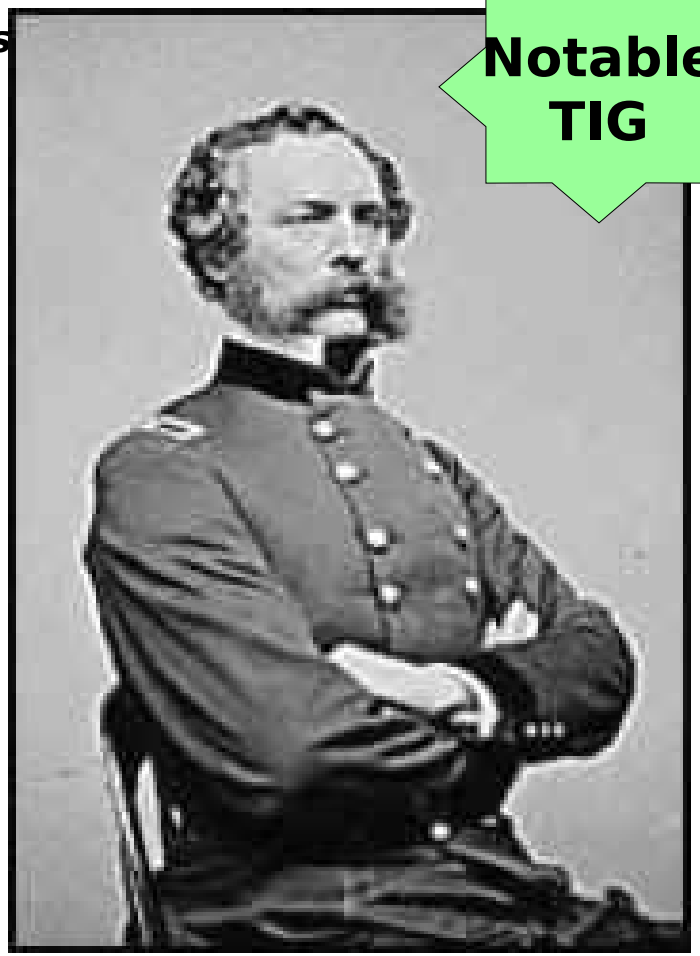
Post Civil War ~ 1876

IG History

- **War Department defined IG duties**
- **1876: Secretary of War directed:**
  - **The Inspector General of the Army to report to the General of the Army on all subjects pertaining to military control and discipline**
  - **Field IGs to report directly to the unit Commanding General**
- **Bottom line: An IG was no longer a "spy" from a higher headquarters**
- **This relationship continues today**

Randolph Marcy August 1861 ~ January 1881

IG His



Notable TIG

- **TIG for almost 20 years**
- **Was Major General George B. McClellan's Father-In-Law**
- **Author of a guide book for westward-moving emigrants still in print: The Prairie Traveler**

Peter D. Vroom
11 ~ 13 April 1903

IG History

- **TIG for only *three days* (promoted to BG and TIG, then retired the following day)**

Notable TIG

- **Joined the IG staff as a major**

1898 ~ 1914

IG History

- **Inspected regiments deploying to the Philippine Insurrection – poor results**
- **Established a systematic inspectorate in the Philippine Islands**
- **Elihu Root (Secretary of War) Reforms – Field IG ideas sought and acted upon; focus was on training**
- **Field inspections of units (vice garrison)**

1914 ~ 1920
World War I

IG History

- **General Pershing relied heavily on his IG, MG Brewster, to address issues and concerns**
  - **IGs in France highly centralized**
  - **Effectiveness based on a close relationship with the American Expeditionary Force commander**
- **79th Division IG was instrumental in addressing health and welfare issues affecting Soldiers**
  - **Systemic inspection of support agencies**
- **IGs addressed morale, welfare, and discipline issues in Russia**

Hugh Drum
January 1930 ~ November 1931

IG
I

Former Commander of the First Army and the Eastern Defense Command during World War I

Notable TIG

1940 ~ 1945
World War II

IG History

- **1940 ~ Commanding Generals down to division level allocated an IG under their direct control**
- **During WWII IG mission grew in importance and scope (mobilization, inspections, investigations)**
  - **Dachau investigation**
- **By 1945 about 3,000 IGs around the world**
- **Postwar ~ Assistance function emerges:**
  - **In one year the Army demobilized from nine million to a few hundred thousand!**
  - **Soldiers complained they weren't being discharged quickly enough.**

1950

- **Army Reorganization Act**
  - **Inspector General's Department renamed Office of the Inspector General (OTIG)**
  - **TIG was now:**
    - ✓ **Responsible to Chief of Staff, Army**
    - ✓ **Responsive to Secretary of the Army**
    - ✓ **Inquire into and report upon the discipline, efficiency, and economy of the Army**

The Early 1950s

- **1952: IG training begins**
  - **Previously, the IG's Department distributed instructional material to each IG in the form of inspection and investigation guides, handbooks, and procedural material**

- **1953: Legal case resulted in the classification of IG data as having restricted access and use**

The Late 1950s

IG History

- **1956: Secretary of the Army placed technical proficiency inspections of Army atomic organizations under IG jurisdiction**

- **1957: IG qualifications formally codified in the first AR 20-1, dated 29 January 1957:**
  - **Highest caliber of Army officers with special qualifications:**
    - ✓ **Mature with broad military experience**
    - ✓ **Had not previously completed a normal three-year tour as an IG and had the moral and personal traits necessary for a position of dignity and prestige**

The 1960s

IG History

- **1960: First standardized Inspector General Action Process (IGAP) published in**

  IG Technical Bulletin #4
- **1961: IG course of instruction presented to groups composed entirely of foreign officers (Republic of Korea Army officers in Seoul, Korea, and Nationalist Chinese Army Officers in Taipei, Formosa)**
- **1969: Vietnam and the My Lai inquiry**

Late 1970s ~ Today

- Focus shifted from compliance to systemic inspection methodology
- IG system became automated
- 1986: Goldwater-Nichols Reorganization Act reversed the IG section of the 1950 Army Reorganization Act and changed IG reporting chain
- TIG became:
  - **Responsible** to the Secretary of the Army
  - **Responsive** to the Chief of Staff, Army
- 1999: The first IG SGM is appointed as TIG's senior enlisted advisor

Richard G. Trefry
November 1977 ~ September 1983

IG H

Notable TIG

- **Most significant TIG since von Steuben**
- **Changed the Army IG inspections paradigm from compliance to systemic**
- **Created TIGS and required training for all Army IGs**
- **Developed and instituted the Army IG oath**

Race Relations

A Checkered History

IG History

- **1838 - Cherokee removal and the "Trail of Tears"**
- **1906 - 25th Infantry Regiment Brownsville, Texas**
- **1918 - Special Investigation of black officers in the 370th and 372nd Infantry Regiments**
- **WWII - BG Benjamin O. Davis assigned as Deputy The Inspector General with a special assignment to monitor**

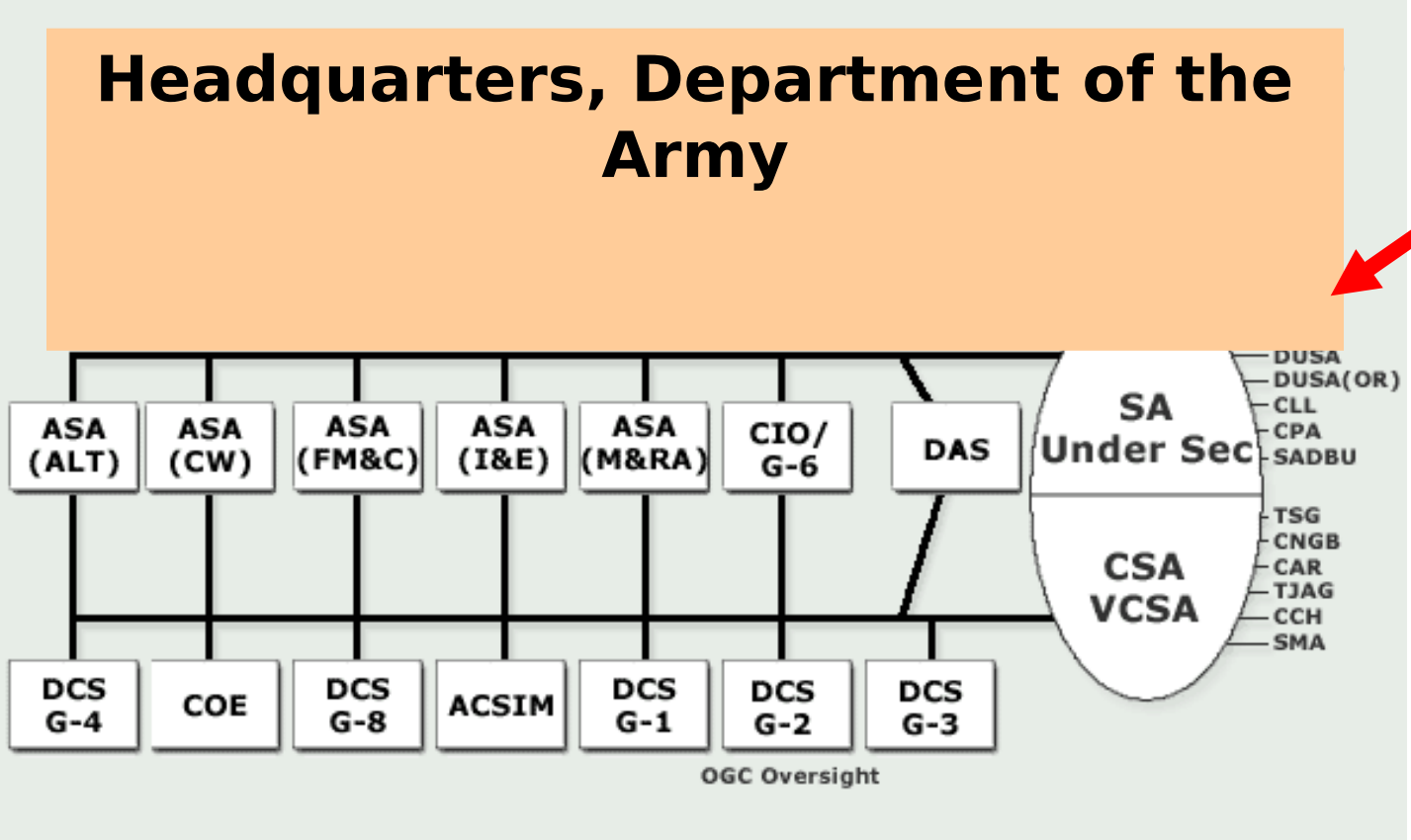
Henry Doctor, Jr.
July 1986 ~ July 1989

IG

Notable TIG

- First African American TIG
- Former Commanding General, 2nd Infantry Division, Eighth United States Army, Korea

HQDA


Headquarters, Department of the Army
TIG
ASA (ALT)
ASA (CW)
ASA (FM&C)
ASA (I&E)
ASA (M&RA)
CIO/ G-6
DAS
SA Under Sec
DUSA
DUSA(OR)
CLL
CPA
SADBU
CSA VCSA
TSG
CNGB
CAR
TJAG
CCH
SMA
DCS G-4
COE
DCS G-8
ACSIM
DCS G-1
DCS G-2
DCS G-3
OGC Oversight

Today's IG System

IG History

- **Inspections**
- **Assistance**
- **Investigations**
- **Teaching and Training**

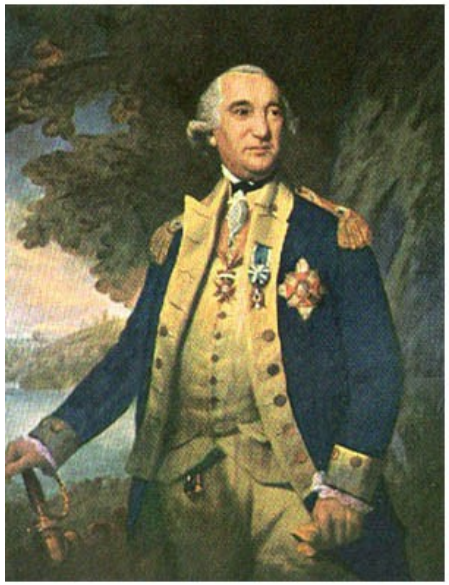
The von Steuben Model

Our Guiding Philosophy

ELO 3

IG History

From the beginning, Inspectors General have been responsible for assisting commanders with improving readiness and warfighting capability!



Teach and Train

The IG reference Guide, pages 1-5 and 1-6

Historical Constants

- **Inspectors General:**
  - **Assist commanders in checking and instilling discipline, ethics, and standards**
  - **Provide quick response for the commander's special interests**
  - **Represent readily available assets for the commander for critical but unanticipated missions**
  - **Often a substitute for a lack of experience**

IG Crest

ELO 4

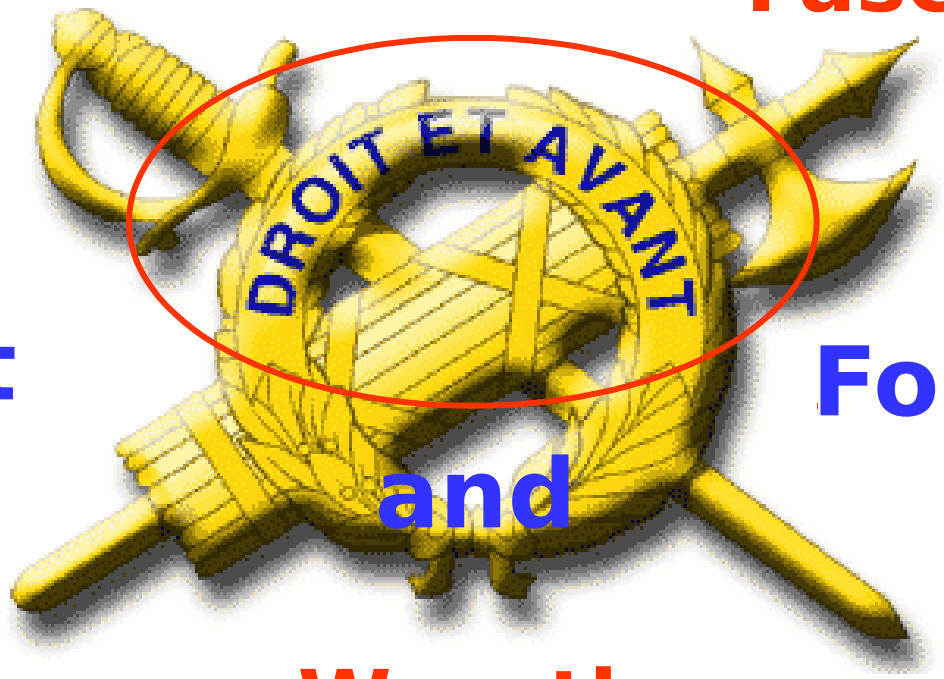
IG History

Military power and justice

Sword

Civil authority

Fasces



Right

and

Forward

Wreath

Academic and intellectual achievement

IG Reference Guide, page 1-23

"First be correct – then take action"

Review

1. **What are the origins of the IG system?**

2. **Why was von Steuben the first effective IG?**

3. **What is the von Steuben model?**

4. **What is the symbolism in the IG Crest?**

History of the U.S. Army Inspector General System

As of July 2008